

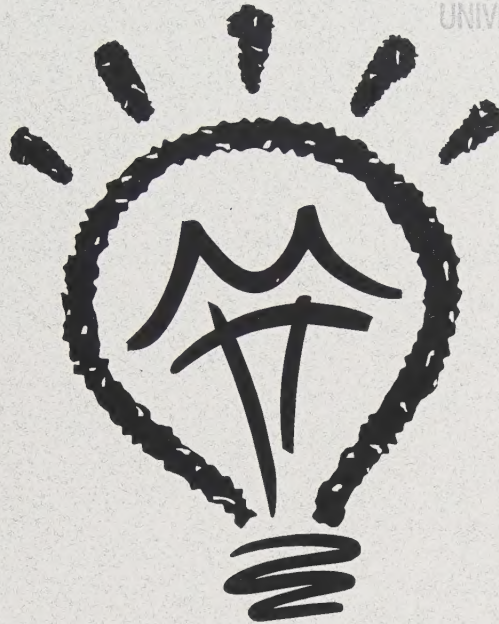
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SAN FRANCISCO
ECONOMIC SUMMIT
APRIL 16-17, 1996

FINAL REPORT

MAYOR WILLIE L. BROWN, JR.

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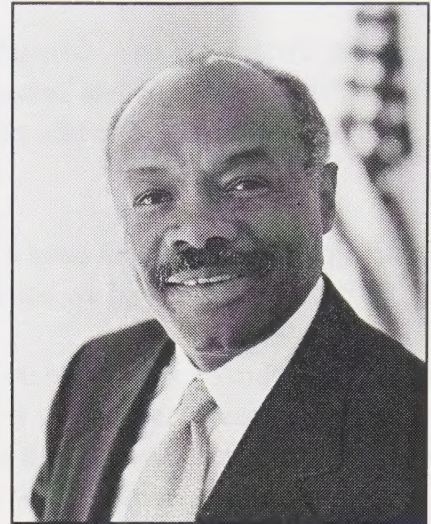
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OFFICE OF THE MAYOR
SAN FRANCISCO



WILLIE LEWIS BROWN, JR.

July 30, 1996



Dear Friends:

I want to thank you again for your participation in the San Francisco Economic Summit held earlier this year. The time and energy you and your colleagues devoted to that effort helped make the event a landmark in public-policy making in San Francisco.

We came together as a cohesive unit to discuss and debate the manner in which we could take our beloved city forward. We all recognized, however, that the summit was only the first step, and that indeed, our efforts would be wasted unless they produced concrete results.

With that responsibility in mind, and with your guidance, input and suggestions, I am announcing my five-point action plan as an economic agenda for San Francisco.

This is a work in progress. Some of the actions urged upon us during the course of the summit have begun already. Others, will, I am confident, be acted upon this year. Still others will, of necessity, be part of a longer-term agenda.

We cannot solve all the problems plaguing San Francisco's economy overnight. We all realize that. What we can do, by working closing together, is build and strengthen San Francisco's economy, one block at a time.

We need cooperation to do that. I urge you to keep the lines of communication open. Keep talking about what troubles you. Keep offering new, bold suggestions. This is our city. This is our future. This is our children's children's future.

Sincerely,

A handwritten signature in dark ink, appearing to read "Willie Brown". The signature is fluid and stylized, with a large loop at the end.

Willie L. Brown Jr.

SUMMARY

It's easy to become complacent in this most beautiful city in America. San Francisco's stunning physical attributes, its cultural diversity and tolerance, its educated and entrepreneurial workforce, its strong commitment to social justice mean we sometimes believe the world is our oyster.

But at April's two-day economic summit, San Francisco took a good look at its economic future. We found great opportunities and great challenges. We also found we have much work to do.

Almost every one of our 47 guest speakers told us not to rest on our laurels. San Francisco must be prepared to act in a global rather than a local fashion. Its city government must be responsive and efficient in fostering economic health. The City must keep the quality of services high and the cost of services as low as possible. San Francisco must be bold, creative and innovative.

To stand still is to go backward, one speaker told us.

The summit brought together groups and factions who in the past have found little to say to one another. Business leaders from major corporations, small neighborhood businesses, national and local labor leaders, presidential cabinet members, academics, economists, activists and informed citizens all came to the table. They found common ground for future dialogue.

The event began with a tone of optimism. The AFL-CIO Housing Investment Trust announced it would invest \$100 million in three housing and commercial developments in San Francisco. U.S. Housing and Urban Development Secretary Henry Cisneros announced a \$4.5 million grant of federal funds for a nine-story affordable housing apartment tower next to Glide Memorial Church in the Tenderloin.

Our speakers told us three key elements are necessary to foster a strong economy:

- A high quality of life for residents and visitors
- A synergy between large and small businesses
- A strategy that plays to our strengths

We need to be known as a city that is business-friendly, that takes action to encourage businesses to stay and to locate here, and that provides quality jobs for our citizens.

Together, we can accomplish this.

San Francisco also faces many challenges: A decaying infrastructure that requires extensive seismic upgrading. A growing gap between the "haves" and the "have-nots." The undereducated

and the undertrained falling off the economic growth ladder. Insufficient affordable housing. The failure of our educational system to prepare our children for competition in the workplace. Inefficient and burdensome regulations that threaten to choke our small and large businesses. Lack of job retraining and placement.

Together, we can solve this.

But talk without action is counterproductive. Now it is time to gather the ideas, advice, challenges and opportunities that emerged from the summit and put them to practical use.

Following is my five-point action plan - drawn from our collaborative efforts - which I believe we must implement immediately in order to build a vibrant, inclusive economy for all San Franciscans.

The plan's actions will:

- Streamline The City's regulatory processes
- Promote small businesses
- Stimulate construction of affordable housing
- Stimulate growth among current businesses and encourage new enterprises
- Coordinate job training and placement

Together, we can make this city a model for the world .

We can do no less.

Thank you.

MAYOR'S FIVE-POINT ACTION PLAN

1. STREAMLINE REGULATORY PROCESSES:

Challenges:

To improve the efficiency of The City's bureaucratic regulatory environment. To build a strong partnership between the public and private sectors in this streamlining effort. To promote San Francisco as a financially competitive, business-friendly city for both large and small businesses.

Actions:

A. Create a new Office of Economic Development

This office will coordinate and consolidate existing economic development functions into a single, central effort. Its mandate will be to identify and remove roadblocks to the attraction and retention of jobs and businesses - large and small - in San Francisco.

This office will organize and create a business "swat" team, comprised of leaders in both the public and private sectors. Members will include the directors of key city agencies such as the Planning Department, the Redevelopment Agency and the Mayor's Offices of Community Development and of Housing, and from the Small Business Advisory Committee, executives from the Chamber of Commerce, the Convention and Visitors Bureau, the San Francisco Partnership and business community leaders.

B. Appoint an "economic czar"

This person will act as director of the Office of Economic Development and be charged with implementing the economic policies of The City. He or she will act as an ombudsman and facilitator for small and large businesses.

The director will be appointed by me and will report directly to me. It is critical to create a single link between the Mayor's Office and the new Office of Economic Development so that ideas and proposals can be implemented quickly and effectively.

The new director will be a person with extensive business experience who understands the challenges ahead. This person will not be a city employee but will be employed on a contract basis, allowing the greatest amount of freedom in streamlining city bureaucracy and recommending organizational changes.

C. Develop a business retention plan:

One of the primary functions of the OED, its director and the swat team will be to design a plan whereby The City can act quickly to avert the loss of established businesses in San Francisco.

The group will work together to ensure development review processes for both businesses and residences progress in a timely, participatory fashion.

Their mission will be to develop a more "customer-friendly" planning and building inspection process for local businesses. They will work to revise those regulations the group agrees are redundant and burdensome.

2. PROMOTE SMALL BUSINESSES:

Challenges:

To encourage and promote the expansion and creation of small businesses. The summit re-emphasized that small businesses are critical to the future of San Francisco as well as major employers of city residents.

Actions:

A. Revitalize the Small Business Commission, appoint a mayor's office liaison:

The newly sworn in Small Business Commission represents the diversity of small businesses in San Francisco. The commission will be charged with designing and helping implement suggestions that follow in this section. To assist the commission, I will appoint a liaison from the mayor's office, who will report back to me.

B. Create a Small Business Service Center:

To facilitate and encourage startup and expansion of small businesses, this center will act as a clearinghouse for information on permit and license applications, business tax requisitions and referrals to sources of capital.

The center will be staffed by current city employees and by business assistance groups already funded by The City.

C. Create a small business capital fund:

I will convene a working group of the Small Business Commission, private investors (such as large banking operations) and members of agencies representing city loan/funding resources to establish loan criteria that realistically can be met by small business owners.

This group will collaborate on the creation of funding sources for working capital and equipment and real estate purchases. Sources could include block grants, the Mayor's Office of Community Development funds, infrastructure bonds and private sector investment.

D. Reform city purchasing procedures:

I will seek input from the Office of Economic Development and its swat team, the commission and its liaison on ways in which local small businesses can become a competitive force in bidding to provide goods and services for the City and County of San Francisco. As it is now, many small business owners are unfamiliar with the process of bidding for city contracts, and I intend for them to benefit by The City's needs.

3. STIMULATE CONSTRUCTION OF AFFORDABLE HOUSING:

Challenge:

To attract investment funds to San Francisco for the development of additional affordable and market-rate housing for renters and first-time homebuyers. The summit clearly indicated affordable housing is a major building block to a healthy economy.

Action:

A: \$100 million bond measure:

I have placed on the November ballot a bond measure, that if approved, would provide \$100 million for affordable housing. If voters approve the measure, the AFL-CIO National Housing Trust and some major banks and businesses have announced willingness to match all low interest loans coming from that bond.

This is in addition to the \$4.5 million HUD grant and the \$1 million AFL-CIO National Housing Trust grant announced at the summit.

A portion of these funds would be used to help San Francisco firefighters, police officers and teachers purchase their homes in The City.

4. STIMULATE GROWTH AMONG CURRENT BUSINESSES AND ENCOURAGE NEW ENTERPRISES:

Challenges:

To tap into the wealth of brain-power and entrepreneurial spirit among San Franciscans. To retain existing jobs while creating new ones. To move boldly in an economy that is increasing global.

Actions:

A. Identify growth industries:

Multimedia, bioscience, film production and technology industries have been identified as those that are growing rapidly and will carry San Francisco into the next century. These are

industries consistent with the skill base of San Franciscans and its institutes of higher learning. We must encourage and promote them.

B. Identify business development sites:

I will ask the Planning Department to take a leadership role in surveying potential growth sites for the previously identified burgeoning industries. The Planning Department will work with the Port Authority and the Redevelopment Agency on this project.

Among the sites that present opportunities and challenges are the Presidio, Hunter's Point Naval Shipyard and Treasure Island. We must be innovative and imaginative in examining the alternatives for these unique public resources.

The economic advantages of these properties provide opportunities to meet other land use, recreational and environmental needs while creating jobs and adding to The City's economic growth.

C. Study the creation of special enterprise zones:

The implementation of special economic zoning districts could be especially useful in those areas such as the South Bayshore section where we are attempting to locate multimedia and bioscience business concerns. I would instruct the Office of Economic Development to study this possibility.

D. Use other project models as learning tools:

I will instruct the Office of Economic Development to study demonstration projects and programs in other communities, such as the Harvard University/Michael Porter demonstration project in Oakland, and to assess the potential for similar projects in San Francisco.

5. COORDINATE JOB TRAINING/PLACEMENT:

Challenges:

To focus job training on growth areas in the economy. To assist small businesses that are seeking qualified employees. To utilize school, university and community-based training programs.

Actions:

A. Create a "one-stop shop" for job-placement and job-training services:

To consolidate job-placement and training programs, I propose the creation of a single clearinghouse for the wide array of services available.

I will direct the Departments of Human Services and Public Health, the Redevelopment Agency, the Mayor's Offices of Community Development and Children, Youth and Family

Services and the Private Industry Council to form a working task force.

The task force's charge will be to prepare in the next 60 days a plan that will consolidate all their separately funded and administered employment training placement programs into a single one-stop facility.

Similarly, I will ask this city task force to collaborate with our public educational institutions providing job training/placement services - SFUSD, Community College, SFSU and UCSF - and with community-based organizations that offer the same services.

When a local, coordinated plan is created, I propose that it be presented to legislators in Washington, D.C. and Sacramento. I will request that San Francisco be permitted to channel its separate federal and state job-training/placement monies into a single pool for the integrated local program.

B. Create a city employee retraining program:

The task force must also work to create an employee training program that allows city workers to more easily move into new assignments when current ones become obsolete. This will allow us to meet the changing needs of our citizens and provide career growth opportunities for The City's workforce.

APPENDIX I: **SPEAKER HIGHLIGHTS**

Henry Cisneros, Secretary of HUD:

"Cities cannot stand still. They must change and grow to meet the challenges of the future. San Francisco's strength comes from its position on the Pacific Rim, its strong institutions of higher education, its growing multimedia, electronic, bioscience and information industries and its history of being able to act on big projects.

"Success comes from taking charge of your own destiny, from being inclusive and building consensus among various interest groups and forging a commitment to action."

Donald J. Harris, Economics Professor, Stanford University:

"Infrastructure is the key to economic strength. This includes physical infrastructure (fiber optics, transportation); business (supplier networks, public administration, legal services); social (job training, education, health services), and cultural (libraries, art, music). The challenge and dilemma is how to pay for all these essential infrastructure needs.

"San Francisco needs to focus on the trade-off between locating in San Francisco and the cost of doing business here. The City must deliver value for money via efficiency."

Charles Schwab, CEO, Charles Schwab and Co.:

The high cost of doing business in San Francisco makes it less competitive with the rest of the state and nation. We need to provide incentives for businesses because they create a tax base. We pay \$2,500 per resident for basic city and county services - double the amount anywhere else.

"Small businesses are the engines of job growth. Small businesses depend on and serve big businesses, so both need to be healthy."

Audrey Rice Oliver, Integrated Business Solutions:

"The main issue for small business is financing - how to get small business loans. Far too often, small business is not let in the door of The City's financial institutions because of our size or our color. The City's lending institutions need to look at how they deal with small businesses. Labor also needs to think about change; unions need to look at their own discrimination against small operators."

Stephen Cohen, Berkeley Roundtable on International Trade:

"We need to go from dumb regulations to smart regulations."

John Sweeney, President, AFL-CIO:

"Stop beating up on working people. The major challenge is to learn that victories of labor are the victories of business because well-paid workers are consumers."

Elizabeth Deakin, UC-Berkeley:

"It's important to remember that 70 percent of those who work in San Francisco also live in San Francisco. Therefore, housing and transit services are crucial for the economic health of The City."

Robert Reich, Secretary of Labor:

"We must raise the minimum wage. Education and training are the key issues to get the most out of technology and provide for advancement. Human capital is one of the most precious assets. Community colleges are the great unsung heroes of our national economy for training and further education."

Ted Gaebler, author of "Reinventing Government":

"The only way to change government is to empower public employees at all levels. Employees must be the ones to start changes. Bashing city workers is not productive. You must release the entrepreneurial spirit of your employees. Ineffective government is good people trapped in bad systems."

David Coulter, CEO, Bank of America:

"Our history and our company is linked to the health of San Francisco. The Bank of America is both downtown and in the neighborhoods. We are connected. We urge a theme of collaboration in pursuit of common goals."

Richard Daly, Mayor of Chicago:

"Cities must be managed so that they respond to the needs of the citizens. Responsibility for this must be placed with one leader who will be held accountable. "

Elaine Bernard, Harvard University Trade Union Program:

"Markets are no substitution for the democratic process. People feel isolated if not involved. Cities must bring in workers and the unions. Both act as a collective memory and root out change so there is the reform of the month. Unions are useful members of the team."

Stephen Coyle, CEO, AFL-CIO Housing Investment Trust:

"San Francisco is a great place to do business because people are committed to achieving goals and to improving the quality of life and expanding economic opportunity for everyone here."

Rudolph Nothenberg, President, S.F. Public Transportation Commission:

"The challenge is to create an atmosphere where change can happen. It is not a question of doing

less but having government do it better and more effectively. The point is to grow our way out of fiscal problems so that revenues are created by growth, not taxation increases."

Paul Varacelli, Director, United Public Employees Union Local 790:

"Workers should be asked how to provide services better. They know what needs to be done. Let's go back to getting everyone together to solve problems; we want to be part of the resolving of problems."

Richard Walker, UC-Berkeley:

"Social justice and business improvement issues have to touch each other. San Francisco is a high-cost, high-revenue place like all great cities. Dynamics and innovation are the key. "

Mike Casey, President, Local 2:

"Labor is angry because corporate profits are the highest in years and CEO income has risen and profits have risen but real earnings of workers has decreased. A healthy economy is based on education, affordable housing, child care, health care and real wages. "

Gordon Chin, Chinatown Resources Center:

"No effort to create jobs or deal with crime can occur without embracing inner city neighborhoods and addressing their issues. These are tough times for poor people in San Francisco. We need to focus on community development as economic development."

Appendix II: The State of the San Francisco Economy

The opening session of the San Francisco Economic Summit examined the major influences on The City's economy, including an analysis of national and regional economies and the role of San Francisco therein.

The session was conducted by Steven Levy, director and senior economist at the Center for the Continuing Study of the California Economy, and Donald J. Harris, Professor of Economics at Stanford University. According to Mr. Levy and Professor Harris, the following factors play key roles in the health of San Francisco's economy:

A. Labor Force:

San Francisco's labor force, which is representative of The City's ethnically diverse population, contributes to the economy by its very social and cultural richness as well as by its inherent global connections.

Roughly 34 percent of all San Franciscans were born outside the United States; about half this group entered the country between 1980 and 1990. Many of these residents maintain close economic and political ties with their countries of origin.

A breakdown of San Francisco workers:

- 57 percent non-Hispanic.
- 20 percent Asian and Pacific Islander.
- 12 percent Hispanic.
- 8 percent African American.
- 3 percent other.

Although economic indicators for San Francisco are improving in general, significant inequality persists in many of The City's neighborhoods.

For example, the median income in the Civic Center and South of Market districts is about one-third of the median income of the West Portal/Twin Peaks districts.

These numbers are reflective of the unemployment rates for those districts as well. For example, while citywide unemployment stood at 6.3 percent in 1990, it was 13.3 percent for South Bayshore residents, 12.6 percent for South of Market residents and 10.1 percent for Civic Center residents.

The troublesome figures also correlate to areas of minority concentration, particularly for African Americans. Sixty-one percent of the South Bayshore population is African American; in the South of Market area, 29 percent of the population is of Hispanic origin.

And finally, incomes for minority populations differ across districts as well. For instance, African American households in the South of Market district earn a median income 43 percent of African American households citywide; similarly, African American households in the West Portal/Twin Peaks districts earn nearly twice the median income of African American households citywide.

B. Differences in regional economic growth:

Not all districts experience the same rate of economic growth. For instance, from 1980 to 1990, employment growth in the Financial District declined from 40 percent to 33 percent of all San Francisco jobs. During the same period, employment in the Marina/Fillmore districts increased from 5 percent to 9 percent and the South of Market District increased from 15 percent to 20 percent of citywide employment.

C. Employment trends in finance and business-professional services:

One of the most dramatic economic trends in San Francisco has been the decline of financial related jobs and the increase in professional and business-service related employment.

Between 1985 and 1994, professional and business-services employment increased 12 percent - from 89,000 to 100,000 jobs. (Professional services include jobs in the legal, engineering, architectural, survey, accounting, research and management fields. Business services include activities ranging from advertising, mailing, photocopying, computer and data processing, building maintenance, equipment rental and personnel supply services.)

Professional and business-service employment has grown in response to global and regional economic trends, including corporate downsizing that frequently transforms an economy from industrial to service-based.

During the same period, employment in financial and insurance services declined 27 percent, from 73,700 to 54,200. This decline is a result of several factors: downsizing, mergers and acquisitions, technological advances and consolidation of services in financial centers such as New York and Tokyo.

How has this translated in San Francisco's business environment? Small business networks have developed in which each operation performs specialized tasks while complementing one another as a whole. This has resulted in the decentralization of large businesses and an increased number of small businesses.

C. Multimedia/South of Market District:

The emergence of multimedia represents a new definition of industrial activities in The City and in the Bay Area.

Multimedia is better defined as an industry cluster than as an industry group. It integrates communications (video, sound, text, graphics), industries (computer manufacturing, telecommunications, graphic art production, motion picture production, software printing and publishing) and occupations (writers, artists, programmers, designers, animators). Multimedia blurs the division between consumers and producers - multimedia products are also tools for multimedia producers. Thus, consumers directly contribute to the development of products.

There are more than 60,000 Bay Area jobs in the multimedia industry cluster, which includes jobs in technology production, product distribution and development and information disbursement, according to a recent analysis.

Of the estimated 10,000 jobs nationwide that deal specifically with product development, more than half are located in San Francisco's South of Market District. The area offers an ideal combination of resources for the development of the multimedia cluster:

- A concentration of artists, printers and publishers.
- Proximity and easy access to the Financial District.
- Large warehouses with relatively low rents.

D. Importance of Bioscience and Health-Care Industries:

The Bay Area is emerging as a national leader in the bioscience industry. The region's 360 firms employ approximately 60,000. Academic research centers such as Stanford University, UC-San Francisco and UC-Berkeley are critical to the growth of this industry. Especially crucial is the research and development being conducted at the UCSF Medical Center.

Health-care related employment remained strong throughout the recent recession and is rapidly returning to the levels of job growth that characterized the field prior to 1993. A "health-care valley" is developing around the Kaiser and Mt. Zion hospital facilities near Geary Boulevard and Divisadero Street.

E. Arts and Culture:

The arts and cultural industries in San Francisco are responsible for an economic ripple effect that extends far beyond their individual borders.

There are 650 business establishments in The City - roughly 2 percent of all small businesses citywide - whose primary function is cultural arts related. In 1994, these businesses alone generated more than \$300 million in gross receipts, with an additional \$200 million estimated to have come from secondary spending in the visitor and retail sections of the economy.

F. Visitor and retail spending industries:

Both industries are recovering from the recent recession and, based on new capital projects and

investments, appear poised for future growth.

The “visitors” industry provides the following to San Francisco:

- \$230 million in revenue annually.
- 13.4 million visitors per year, with an average stay of three days.
- An average 70 percent nightly occupancy rate in The City’s 30,000 hotel rooms (the national nightly occupancy rate is 66 percent).
- A thriving sub-sector among the families of convention attendees; the latter making up roughly 20 percent of all hotel guests on any given night.

The visitors industry in turn supports the retail industry. This is primarily true in the major shopping areas: Union Square, Fisherman’s Wharf, the Downtown area. However, non-city residents also shop, eat and drink in many of The City’s unique neighborhood commercial districts. This is an important factor in maintaining the equal distribution of resources throughout The City.

The retail industry has been hampered by some major setbacks, such as the closing of the Emporium store on Market Street. At the same time, San Francisco faces challenges in attempting to adjust to the changing nature of the retail business. As larger “super stores” and chain store establishments open in San Francisco, The City must work to maintain the unique, pedestrian-friendly and small-scale character of many neighborhood shopping areas.

Community Outreach and Response Summary Report

OVERVIEW

In an effort to enhance communication and broaden the scope of neighborhood participation for the Mayor's Economic Summit, eleven community locations were set up and open to the public for citizen participation. All sites were equipped with televisions for viewing and telephone hook-ups to maximize interaction with the Mayor and panelists at the Summit.

Host organizations that acted as "listening posts" for the Summit, expressed their gratitude in having been asked to get involved in some way, even at a limited level. Many of the sites had group leaders to facilitate discussion about issues of interest and were requested to file individual response summaries that are contained in this report.

Newspaper coverage minimized the impact of the community sites and, in several cases, appeared to miss the point that the sites were arranged to reach out to concerned citizens and to optimize accessibility to the conference. Several group leaders, including the Reverend Cecil Williams, expressed their disagreement with reports that attendance was light and emphasized that participant interest was strong.

SUMMARY CONCLUSION

The Economic Summit community outreach created goodwill within the various communities throughout San Francisco as evidenced by the response summaries. It is noteworthy that the general sentiment and reaction was highly positive and enthusiastic and that the participants at the sites were energized by the quality of ideas that were put forth during the conference.

As a supplementary participatory vehicle, the sites helped increase the communities' awareness and understanding of the nature of economic development issues facing San Francisco and developed positive energy drawn from a sense of anticipation for real change.

Bill Strickland's message of "hope, attitude and expectation," regarding job training and the relationship between the arts and self-esteem, resonated with viewers at community locations in neighborhoods of color. They expressed strong interest in his call for entrepreneurialism and intelligent risk taking.

Accordingly, low-income residents expressed their desire for job training and drug recovery related programs to help people enter the workforce. In addition, many people asked that a high priority be placed on providing incentives to attract new business and creating access to capital for small business ownership. They also indicated that the speeches were excellent, and that they hope these ideas can translate into tangible results, especially for the "little people."

The Summit gathering was viewed as a major accomplishment based on the Mayor convening together diverse interests to hear and weigh issues and ideas all together in one room. Many people expressed a strong desire to discover a manageable amount of workable issues and projects that will allow competing interests to come together. Further, there was a consensus expressed that the city must capitalize on this renewed sense of energy with a view toward finding common ground and getting things done.

Community Outreach and Response Summary San Francisco Economic Summit

The following is a summation of issues that were raised and discussed by participants at various community locations and an account of the dynamics that took place:

Bay View Opera House

Participants felt highly favorable about the Summit. Viewers were glad that they could participate in the Summit even at a limited level. The audience praised Mayor Brown for the forethought of having it and including the "little people" during the call-in session. There was disappointment, however, that participants were unable to call in or fax questions the second day.

Audience Demographics

Tuesday, April 16 -- Attendance: **37** Gender records were not kept.
African-American 30, Caucasian 5, Hispanic 1, Asian 1.

Wednesday, April 17 -- Attendance: **31** Male: 17 Female: 14
African-American 25, Hispanic 4, Caucasian 2, Asian 1

The majority of the audience were entrepreneurs, evidenced by the business cards they left and the nature of their conversations. Others were involved in some way with Muni, the Willie Brown Democratic Club and local neighborhood residents. There was intense interest in Bill Strickland's presentation of his Bidwell Training Center. The audience wanted to know what avenues were available to them to expand their businesses -- taking their business from home-based to large scale. As a result of Strickland, they wanted to know if there was someone who could teach them to help themselves. Some of the participants have been in business for as many as 17 years. Of the 31 people attending throughout the second day, ten people were watching Strickland so intensely that the volume on the TVs were raised to accommodate intermittent conversations.

Comments were made about giving the Mayor time to do the things that he said he is going to do and also that things that he is concerned about may not "trickle down" to the African-American community. There was give and take, in this regard, where people were saying give him time but we're going to make sure he doesn't forget us.

Areas of Concern & Questions Asked:

- Ensure that community works with the City in taking steps towards self-empowerment, creating a strong business base and entrepreneurial opportunities
- What steps will be implemented to assure residents and minority contractors to receive a fair share of new job and business opportunities?
- Bayview Hunters Point has high unemployment among young African-American men. Will the city foster a relationship between unions that do business with the city and our community, so that youth can become apprentices in the various skilled trade jobs? For example, IATSE, Local 16 whose personnel work at such facilities as the Opera House, Moscone Center and the Palace of Fine Arts.
- Sentiment expressed that African-American businessmen in Bayview have been neglected by the City and large corporations by not extending capital and contracts to the area. Can this situation be rectified?

Community Outreach and Response Summary

San Francisco Economic Summit

- Supervisor Kaufman's idea for a designated telephone number, one stop shopping for all problems is thought to be a good one
- Will Redevelopment Agency and other entities assist Bayview Hunters Point residents gain ownership of housing currently being redeveloped? Will resulting work done at the Housing Authority by HUD increase rent or stabilize it?
- Businesses hire S.F. residents -- Will policy be developed to deal with the issue of large businesses that do not hire San Francisco residents. Is there a list of businesses and percentage of S.F. hires?
- Proposals by Supervisor Teng and Jo Silver to offer a tax credit to S.F. stores who carry local manufactured goods was well received

Glide Memorial Church

People were encouraged to watch the broadcast from 8 a.m. until mid-afternoon, at which time a discussion ensued, facilitated by Rev. Cecil Williams on April 16 and by other staff on April 17. All told, on each day, more than 100 people viewed the Summit and had the opportunity to present issues of importance to them. Nearly all were low-income and the majority were homeless. The audience reflected ethnic diversity, with people of color constituting the majority. Issues raised focused on services for the poor and homeless and improvement in the quality of life for San Francisco residents most in need.

- A strong need for job training and recovery related programs to help people enter into the workforce instead of staying on General Assistance (GA) or Supplementary Security Income (SSI) (comment was attributed to Phil Quigley of Pacific Telesis)
- Redesign the GA Workfare to provide pre-employment services, skills training, job search and placement assistance -- make the goal to take people off GA instead of trapping them in it
- Feelings and behavioral patterns on the part of poor and homeless people, such as anger, drug and substance abuse must be addressed as part of any jobs and training program intended to combat homelessness and poverty
- Establish hiring hall run by the City
- Provide services specifically for homeless seniors and homeless veterans
- Transform vacated military bases into usable housing for homeless people with stipulation residents work and that stay be limited
- Consider requiring/encouraging private companies to contribute to community based programs that teach computer literacy skills, including donation of hardware that is being replaced in favor of newer equipment
- Place more emphasis on education and training in jails and prisons

Community Outreach and Response Summary San Francisco Economic Summit

- Designate up to 5 acres or more to urban farming, thereby producing marketable goods. Property should include shower and bath facilities and possibly cooking facilities

Mission Cultural Center for Latino Arts

The discussion of neighborhood participants regarding the economic needs of the Mission District was substantive. While many recommendations were not new to the ongoing revitalization efforts in the community, participants and neighborhood initiatives have a renewed sense of energy with Mayor Brown's leadership and commitment to economic development and creative ideas.

Attendance was about 40 persons over the two days with 50% being Latino and the rest equally divided in the various ethnic categories. Gender representation was equally divided between men and women. Preparations leading up to the Summit included the dissemination of announcements of the event, distributed in Spanish and in English. The following outline was derived through discussion of the critical issues impacting the economic conditions in the Mission district.

- Job and Business Retention and Creation -- Employment and business opportunities are critical to the economic revitalization of the Mission and neighborhood/commercial corridors. A large industrial zone exists in the Mission which host a wealth of small entrepreneurial enterprises employing many local residents. The City must recognize the potential for business attraction into under utilized land and industrial buildings.

Low-income residents who are predominant in the area must have access to stable employment. Major businesses have abandoned the neighborhood. Efforts to retain and provide incentives to attract business to the area must become a priority.

Empty store fronts along commercial corridors can be revitalized through acquisition and rehabilitation programs with incentives for small business ownership as a promotion for "mom and pop" business retention.

- Education and Job Training -- A commitment to providing employment opportunities and job training programs to qualified residents can be coordinated through existing community organizations. Recent immigrants and the Latino community are human resource potentials that must be tapped. The Mission District, remains in the lowest income percentage category and are largely employed in the services industry or in small business. Education and job training will increase their capacity to be competitive in the changing job market.

The school system must be creative in reaching a multi-cultural community. Schools must incorporate new technology in telecommunications, and must determine the most effective approach to mitigating crime and violence on and around school grounds.

- Affordable Housing -- Access to quality affordable housing was a recurring theme at the Summit as a critical incentive for large businesses to remain and or locate in S.F. The Mission contains some of the city's most valuable affordable housing stock, however, it is also some of the oldest. Deteriorating mixed-use and residential buildings has a negative impact on the physical and economic character of the neighborhood. Acquisition and rehabilitation programs that retain low-income residents must be made available as part of the overall affordable housing strategy. The Department of Building Inspection must actively pursue punitive action against incompetent

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landlords maintaining unsafe and sub-standard living conditions in our community. Small infill development is conducive to home ownership, which can be balanced with mid-size infill development for affordable rental apartments. Low-income residents have few housing choices and frequently live in over crowded situations, paying more than 30% of their income to housing costs and living in sub-standard conditions.

- Cultural Diversity -- The culturally diverse quality of the Mission has provided the impetus for various economic ventures to occur. These have ranged from bohemian style cafes, ethnic food restaurants, book stores, galleries, performing arts, to mural walks and tours of historic sites such as Mission Dolores. However, exploitative reports on the quality of life in the Mission negatively impact the potential for strengthening the economic vitality of the community. Tour groups and visitors are discouraged to roam the neighborhood by tour companies. The entertainment and restaurant industry in the neighborhood are not part of the overall experience of S.F. Yet, tour groups continue to fill ethnic food restaurants in other culturally specific neighborhoods, while Mission district restaurants go unrecognized. Food and the arts play a major role in identifying the unique cultural flavor of the Mission. Economic development strategies that include tourism as a tool, must proclaim the wonders of the Mission and dispel the myths.
- The Arts -- The arts industry is growing in S.F. Hidden among the Mission's neighborhoods are artists, studios, galleries and performing art space that bring visitors, audiences and buyers into the community. Restaurants and cafes have developed around this industry. Artists also employ and train local laborers in various theatrical, technical and hand crafts. The City must actively nurture and market this resource in order to stabilize the arts industry and to realize its fullest potential as an economic development venture.
- Transportation -- Low-income Mission district residents are the largest population utilizing public transportation. However, buses, as well as areas around BART and bus stops, are frequently intimidating and unsafe. Recent community forums have resulted in the creation of an initiative to redesign the BART stations. Pedestrian scaled lighting along the Mission Street corridor was suggested as a way to increase the perception of safety along sidewalks and bus stops. The street lighting initiative was partially funded by a federal grant. However, the critical issues surrounding the BART stations remain unresolved.

Harveys (Castro District)

It was thought that Harveys was a good location for the Castro because of its central location and access by transportation. Those who participated thought it was a great idea to set up a way for people in the neighborhood to be involved in what otherwise seemed an exclusive event. The computer tie-in was largely unsuccessful. It was not up and running until after 1 p.m. The web page itself was well designed and worked efficiently.

Audience thought Summit was well-planned and balanced in its approach to economic development and social needs of the City. The speakers were thought to be excellent and well prepared. Televised proceedings was a good idea and the small round-table discussions held for the purpose of the television audience were useful. Several people asked if the speeches would be available later on video tape, so there was interest in hearing all the speakers and listening more closely to some of them.

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- The Castro neighborhood fears the takeover of its commercial space by national and international chain stores and franchises. The problem is not that their services are not needed, but that the same services provided by local merchants will be driven out of the area and that the commercial district will resemble other commercial areas in the country. The uniqueness and character of the Castro is thought to be in danger.
- Rising commercial rents help fuel the problem noted above, and also drives out some neighborhood businesses which are essential, such as shoe repair shops, Laundromats, etc. High rents are also driving out non-profit organizations which serve the community. Very few AIDS organizations are located in the Castro for this reason, and those that remain have subsidized rent.
- Absentee landlords are increasingly negligent of their obligations to maintain their properties and of their relationship to the community. They should be held more accountable to their lessees and to the neighborhood.
- Neighborhood businesses are somewhat more dependent on city services and infrastructure for their survival. The cleanliness of the streets, flow of traffic, adequate parking, trash collection, security and provision of services for street people are things that small business increasingly cannot take care of.

SPUR (San Francisco Planning and Urban Research)

The SPUR audience was impressed with the caliber of the panelists and the comments presented. What was missed was commentary after each speaker. Instead of moving along from presenter to presenter, it was thought that it would have been helpful to have discussion about the points articulated. There was little effort to pull together the information and move the City in a specific direction to address the issues raised.

Some people felt that smaller panels on specific subjects with individual moderators might have been more effective than the one large panel moderated by the Mayor. The Mayor was the link between each speaker and ran the panel more like a congressional hearing, without the question and answer session afterwards, rather than as a forum for exchanging ideas and forming a unified plan of action for San Francisco.

- Audience felt that the Summit gathering was a major accomplishment insofar as the conglomeration of many divergent interests all hearing the same thing, all having to weigh the same issues. There is a feeling and expectation of real change. SPUR members expressed interest in helping to ensure that actions will follow to capitalize on the energy and goodwill generated at the Summit. Some specific projects were identified as important components that will impact San Francisco's economic future. They are:
 - Mission Bay -- A willingness to re-establish a working relationship with Catellus is critical in ensuring that certain obligations are maintained, particularly around housing and the environment. The issue raised around using "brownfields" for a Mission Bay Park could be positive for S.F. However, it is important to balance this vision with the need for affordable housing for low and moderate households.
 - Regional transportation and its effects on the economy -- Who in the City is in charge of moving commuters in and out of San Francisco? There is no City department charged with this responsibility.

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- Housing Bond -- Support for affordable housing was a recurring sentiment with respect to economic vitality issues and diversity of S.F. A housing bond would leverage other investment dollars, such as the AFL-CIO, as well as create physical improvement projects throughout the City. Housing and healthcare will be central to controlling costs. Supportive housing proposals should be a priority for the Department of Public Health. Such proposals could be partially financed through housing bond funds.
- Taxes and Community Investment -- The most controversial issue was related to the high cost of doing business in S.F. The importance of human resources was stated as a reason for doing business in S.F. Recognizing the declining federal investment in American cities, S.F. must work to maintain a level of commitment to those human resources. Issues such as should taxes be raised or lowered could be balanced on the middle ground of holding at the current level and initiating an institutionalized effort to "re-invent" government. Education and job training are critical components to the social and economic health of the workforce. A commitment to balancing these concerns must be fulfilled.

County Fair Building (Sunset)

About 20 people came throughout the two day period. Outreach in this area captured the attention and interest important activists and organizations west of Twin Peaks. Many of them that came were the presidents of some of the largest homeowner's and neighborhood groups in San Francisco. For example, the Miraloma Park Improvement Club, Inner Sunset Park Neighbors, and the Greater West Portal Neighborhood Association.

- Ocean Avenue -- Residents and merchants in this neighborhood are concerned about the high vacancy rate of retail establishments there. The lack of grocery stores to serve the neighborhood (Safeway closed), the blighted and unattractive appearance of portions of the business strip, and the dilapidated condition of the street pavement and Muni Railway tracks. A number of business, community and homeowner organizations are working toward the revitalization of Ocean Ave. between 280 Freeway and Junipero Serra Blvd. and are looking to Mayor Brown for help in this area.
- Miraloma Park -- Residents are concerned that sustainable urban growth be achieved without sacrificing the character of the neighborhood. Commercial projects should be planned with this in mind. A chain store would be inappropriate on West Portal which comprises small, independent neighborhood businesses and buildings. Larger chain store type businesses would fit very well on Ocean Ave which currently has a vacated Safeway which the West of Twin Peaks Central Council would like to see renovated
- Small Business Advisory Committee -- Change the Small Business Commission to a full business commission to include both large and small business comprising a majority from small business
- Local Contractor and Business Preference -- Increase local contracts for City work and encourage large businesses to contract with and purchase from small businesses
- Develop Policy on Chain Stores -- Establish neighborhood, resident and small business councils to review applications from chain stores that wish to conduct business in neighborhood commercial areas

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Commonwealth Club -- Attendance was estimated to be about 40 to 50 people during the two day period. The impression was that most were very interested in the presentations and enjoyed some interchange among themselves in the viewing area. Businessmen and women constituted the majority of participants.

Chinese American Citizens Alliance -- The roster showed that about 20 people came in and out on both days. Questions were asked about newly arrived immigrants and how employment opportunities can be created for them. Given the need for low income parents to work, what ideas does the City have for the caring of "latch-key children? What can the city do to encourage partnerships relative to Beacon Schools?

University of San Francisco--(no summary reported)

Center for African American Art & Culture -- (no summary reported)

City College of San Francisco (no summary reported)

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